

Contributions to human resources policy from the perspective of four managers from Ontario, Canada¹

Contribuições para políticas de recursos humanos na perspectiva de quatro gestores de Ontário, Canadá

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Abstract: The Canadian health system, recognized as one of the best in the world, is governed by five principles: universality, comprehensiveness, reasonable access, portability and public administration. Canada is divided into provinces that have great administrative autonomy. This article aims to describe and analyze the perspectives of managers in the province of Ontario on the occupation of management positions in the health area. This is a qualitative, descriptive research, having as subjects four managers of the Public Health sector in the province of Ontario, Canada. The data were produced from semi-structured interviews and submitted to content analysis. The project was approved by the Research Ethics Committee of the Federal University of São Paulo. In the analyzed material, four categories were organized: recruitment and selection process; criteria for assuming the management position; indication, mediation by trade unions and financing. The following were highlighted by the interviewees: transparency in recruitment and selection, professional support and negotiation with trade unions; the public character assumed in hiring, through disclosure, selection and interviews. The results showed that transparency in recruitment and selection, professional support and the occurrence of negotiations mediated by the unions would allow hiring more adequate to the required professional profile and would favor the quality of life at work.

Keywords: Ontario, Canada, Personnel Selection, Public Health, Transparency.

Resumo: O sistema de saúde canadense, reconhecido como um dos melhores do mundo, é regido por cinco princípios: universalidade, abrangência, acesso razoável, portabilidade e administração pública. O Canadá se divide em províncias que têm grande autonomia administrativa. Este artigo tem como objetivo descrever e analisar as perspectivas de gestores da província de Ontário, sobre a ocupação de cargos de gestão na área da saúde. Trata-se de pesquisa qualitativa, descritiva, tendo como sujeitos quatro gestores do setor público da saúde na província de Ontário, Canadá. Os dados foram produzidos a partir de entrevistas semi-estruturadas e submetidos à análise de conteúdo. O projeto foi aprovado pelo Comitê de ética em Pesquisa da Universidade Federal de São Paulo. No material analisado foram organizadas quatro categorias: recrutamento e processo seletivo; critérios para assumir o cargo de gestão; indicação, mediação pelos sindicatos e financia-

mento. Foram destacados pelos entrevistados: a transparência no recrutamento e seleção, o apoio profissionalizante e o exercício de negociações com as entidades sindicais; o caráter público assumido nas contratações, mediante divulgação, seleção e entrevistas. Os resultados revelaram que a transparência no recrutamento e seleção, o apoio profissionalizante e a ocorrência de negociações mediadas pelos sindicatos possibilitariam contratações mais adequadas ao perfil profissional requerido e favoreceriam a qualidade de vida no trabalho.

Palavras-chave: Ontário. Canadá. Seleção de pessoal. Saúde Pública. Transparência dos gastos.

Introduction

The Public Health Canada's system is recognized as one of the best in the world, with the following principles: universality, scope, reasonable access, portability and public administration, it was established nationally in 1946, and in 1961, ten provinces already had health systems. In 1966 the Medical Care Act, Law of medical care, which aimed to give autonomy to each province, each being able to make their own decisions and present their budgets (CANADA, 1985), an important step towards expanding economic development.

Canada does not have a single national health plan, but a national health insurance program, which is operated by a series of interconnected provincial and territorial health insurance plans, which share some common characteristics and basic coverage standards (HEALTH CANADA, 2014). The country has the Ministry of Labor, Training and Skills Development and its agencies, which are responsible for labor issues in the Canadian province of Ontario, seeking equality, labor rights, occupational health and safety, labor relations and support for learning (CANADA, 1995).

Each province and territory are responsible for determining its own minimum residency requirements in relation to an individual's eligibility for benefits under their Canada health insurance plan, part of the taxes paid by taxpayers revert to health care costs. The province of Ontario, located in southeastern Canada, created the Ontario Health Insurance Plan (OHIP), with predetermined membership criteria to cover many health services (OHIP, 2012).

Canadian cities are well known for their high quality of life, Vancouver, Montreal and Toronto, Canada's largest cities, are considered by many to be the most livable in the world (HEALTH CANADA, 2014).

However, for Aiston, Dickson and Previsich (2000) the Canadian system still faces many challenges “Canada's health care system is recognized as one of the best in the world, with its principles of universality, comprehensiveness, reasonable access, portability, and public administration. The system, however, does face challenges. A leading issue in the health sector reform process has been sustaining solidarity on the use of public taxes to fund health care in exchange for maintaining a readily accessible, high-quality system” (p. 28).

Ferraz and Azevedo (2011) note that in most countries there is instability and political indecision, the ideological foundations of some parties or politicians are not stable and decisions are often not taken along party lines.

Such analysis is corroborated by Santos (2009) in the scope of the Brazilian public administration, considered as bureaucratic and patrimonialist, the author also emphasizes that a long trajectory is necessary to root out corruption and ensure democratic management.

The recruitment of positions in the health area has been the subject of debate in several countries including Brazil. Medeiros et al. (2008) in a comparative study on Public Health services in Canada and one of the Brazilian states, found that Canada had the best economic performance among the G8 countries (group composed of the most industrialized countries in the world), being considered as a model in the search for balance between the virtues of traditional bureaucracy, entrepreneurship and innovation.

Therefore, one of the possible horizons in which the Brazilian public administration could look would be the recruitment process for public positions that prevails in one of the Canadian provinces, in this case, the province of Ontario. The analysis of these processes and procedures can bring elements that contribute to changes for the better, that is, promoting greater adequacy, in relation to the responsibilities corresponding to the exercise of the position and the performance of staff in public positions in the health sector in Brazil.

This article aims to analyze the perception of managers in Ontario, Canadian province, regarding recruiting public management positions in the health area in their respective areas of activity.

Methods

This is a qualitative, descriptive research, with public health sector managers from the province of Ontario, Canada. With regard to the recruitment of positions, there are four hierarchical levels: 1) elected or politically appointed positions (Minister, Deputy Minister and Assistants); 2) positions selected through a public process in which the assessment is made according to the curriculum and professional trajectory; 3) positions immediately subordinate to this second level; and 4) the positions that perform the provision of support to the previous (ONTÁRIO, 2010).

Initially, an interview was conducted with a key informant, a Canadian policy and Public Health expert, who suggested Ontario contacts for interviews. Then, four professionals participated in the study: an executive director of Public Health unit (D.E.); a Public Health administrative supervisor (S.A); a head of the infectious diseases department (C.D.) and a manager of Primary Health Care in Health (G.S).

Data were collected through semi-structured interviews, recorded via Skype, in 2015 and 2016, transcribed and systematized. Then, the transcribed material was submitted to content analysis (CA), which according to Bardin (2004, p.37) “is a set of techniques for analyzing communications, aiming to obtain, by systematic and objective procedures for describing the content of messages, indicators that allow the inference of knowledge related to the conditions producing / receiving these messages.” The author points out three stages: pre-analysis, material exploration and treatment of results and interpretation.

The first stage is identified as the analysis organization phase, in which several procedures can be used, such as: floating reading, objectives, hypotheses and the development of indicators that can support the interpretation. In the second stage the data can be coded, and in the last stage the categorization is made, which consists of classification by similarities and differentiation, denomination of subcategories, with a subsequent regrouping (BARDIN, 2004).

The research was submitted and approved under No. 1475/2015 by the Research Ethics Committee of the Universidade Federal de São Paulo (CEP / UNIFESP), for a doctoral thesis (NEUMANN, 2018).

Results and discussion

All professionals had more than ten years in the position they held and have a postgraduate degree in health. The analysis revealed the following categories: 1) Recruitment and public and transparent selection process, 2) Specific criteria for assuming the management position, 3) Indication, mediation by unions and financing, 4) Management of health work, as follows:

1) Recruitment and public and transparent selection process

The interviewees described that in the recruitment and selection process, the analysis of the curriculum and interview refer to the position for which the candidates can apply and the vacancies are advertised, especially in widely circulated newspapers.

Chart 1. Subcategories and extracts of statements

SUBCATEGORIES	EXTRACT
<p>Division of vacancy and criteria</p>	<p><i>For executive positions such as ED or CEO, senior management (such as directors, or coordinators or professionals, team leaders), recruitment always includes advertising in major newspapers recruitment websites, associations or executive networks. The Administrative Council establishes a selection committee normally led by the President of the Council or another member chosen for this function. (G.S)</i></p> <p><i>The selection committee has criteria for choosing and selecting the ideal candidate (qualifications include education, years of experience, competences, etc.). Within this criterion point it screens the abstracts and selects the candidates for the interview. Usually, 6 top candidates are chosen and often two finalists - sometimes one - are chosen for a second interview.</i></p>

	<p><i>The committee then decides the results, ponders about the interview and the candidate's responses and defines the decision about the chosen candidate. If satisfied, check at least 3 references (academic and experience usually). (G.S)</i></p> <p><i>The committee has a leader - appointed by the Chairman of the Board or volunteered or confirmed by the members of the committee. The selection committees use democratic principles to reach the decision, facilitated by the criteria points that guide the decision, approved by all. The group decides whether the decision is by vote or by consensus. (C.D)</i></p>
Announcement	<p><i>[...] it is posted on a website, in the media, people send their resumes, and then a selection is made. (D.E)</i></p> <p><i>Each position that is advertised in the media, for recruitment, has simple things that are announced and included in the ad and, therefore, each one has to answer the indication, the experiences, the skills, of each position. (D.E)</i></p>
Curriculum screening and analysis	<p><i>It is expected that the competitors for the position are only those with the qualifications and experience indicated in the advertisement. Sometimes it happens that unsuitable resumes are received that do not comply with the requirements and they are disqualified right at the beginning of the screening [...]. (G.S)</i></p>
Pre-interview and references	<p><i>[...] Curriculum analysis includes checking qualifications, years and scope of experience. Sometimes the process may include a pre-interview by phone. (G.S).</i></p>
Interview	<p><i>I responded to an ad in the newspaper "The Toronto Star". I was selected for an interview with The Four Villages Community Health Center's Board of Directors.</i></p>

	<p><i>The interview was conducted by a panel of 5 members of the Board of Directors, chaired by the Chairman of the Board. The decision to choose my candidacy for the position (at the time with the title of Executive Director, who in 2013 became Chief Executive Officer / CEO). I'm not sure but I have an idea that they mentioned that 60 candidates had responded to the announcement. (G.S)</i></p> <p>In my workplace we have a Union. If we are selected to be a member of an interview committee, we have to sign a paper – Release of Information – to declare if we have a conflict of interest in relation to any of the candidates. If family members or friends are selected to be interviewed, we cannot participate, we have to say no, we cannot be part of the interview and made list of all the new people, and it is in order, who has more time, has priority, we have to consider the first ones. (CD.)</p> <p>[...] chief position, we sign a document that we do not know the person we are interviewing. (S.A)</p>
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Source: Adapted from Neumann (2018).

The subcategories that make up this category were: disclosure of the vacancy and criteria; curriculum screening and analysis; pre-interview and references; interview; recruitment and testing agency.

A screening starts with specifying clear job requirements, since ambiguous job proposals attract a wide range of candidates, many of whom may or may not be qualified for the job. Hiring qualified employees is of fundamental importance for Canadian companies (CANADA, 2017).

The managers' report that the Canadian government uses companies and specialized consultants to ensure the recruitment and proper selection of candidates. Among them is Health Force Ontario, which helps to ensure that Ontario has the right number and the most appropriate composition of health professionals (ONTÁRIO, 2008).

The Health Force Ontario marketing and recruitment agency is part of Ontario Health, its main objectives: a) Recruit, internationally, nationally and provincially, health professionals to practice the profession in Ontario; b) To attract people to practice healthcare in Ontario; c) Assist health professionals and others interested in identifying requirements and modes of care for the practice of health care in Ontario; d) Encourage and motivate health professionals to keep their jobs; e) Work with communities in Ontario to improve the recruitment and retention of healthcare professionals; f) Making Ontario residents aware of the services and initiatives of the Ministry of Health and Long-Term Care (ONTÁRIO, 2009).

It was mentioned that this does not occur in Brazil, because “the organization of bureaucracy in Brazil, since its beginnings, has been affected by the common use of hiring outside the merit system for 'temporary' or precarious positions, of the fraud of public tender as a way of entry into permanent positions and jobs” (SANTOS, 2009, p.7).

As Canadians rely on the Canada Labor Code, an act for the consolidation of certain statutes respecting labor, in English and French, it provides for official manuals for labor consolidations (Canada, 2016), the changes are introduced in the Statute Revision Law, which changed to the Law of Revision and Consolidation of Legislation (CANADA, 2003).

It should be noted that satisfied workers are the best public relations representatives an organization can have, since, if they appreciate their work, they will more easily share that information. Satisfied employees tend to know and refer others who have a similar work ethic (CANADA, 2017).

In this way, the worker is perceived as a subject and a transforming agent of his environment and not just a mere human resource carrying out tasks previously established by the local administration

2) Specific criteria for taking on the management position

In the selection process, criteria for management positions are defined, such as: training, technical knowledge, experience and leadership, as shown below:

Chart 2. Subcategories and extracts of statements

SUBCATEGORIES	EXTRACT
<p>Training, technical knowledge and experience</p>	<p><i>He has a position, which is Chief, is the only position that needs to be a doctor, and that person provides what is needed by the Minister. (D.E)</i></p> <p><i>[...] being from the Public Health department, you have to have a certain training, if you don't have that training, you don't even get that interview (C.D)</i></p> <p><i>[...] twenty years ago, it was possible that a candidate would be considered for experience within the industry and positive reputation within the sector. But today, I do not remember a colleague who does not have a master's degree in management as an MBA, or in health administration MHsc, or Public Administration, for example. (G.S)</i></p> <p><i>I don't think it has to be a single specific certificate or diploma, but in the sector. I'm talking about, it is essential to have a Master's level education focusing on management not on the operational side (financial, etc.) but also on human relations and above all leadership - I distinguish leadership from management - but the two must be together to be successful. (G.S)</i></p>
<p>Leadership</p>	<p><i>There are always challenges, of course, because this management context is very complex, but in general everyone is trained to better or worse know how to find solutions. In my personal experience, the success of a leader and manager depends a lot on the person's personality, self-confidence, maturity and belief system in relation to leadership. (G.S.)</i></p>

	<p><i>It is not enough to have academic qualifications and years of experience if the incumbent does not have the personal capacity to create leadership around him and involve all members of the work teams in the solution and meeting of strategic objectives. Success happens when everyone participates and they themselves are in control of their contribution to that success. (G.S.)</i></p>
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Source: Adapted from Neumann (2018).

The interviewees emphasized the importance of training, technical knowledge, experience and leadership, requirements that are increasingly being demanded by organizations, concomitant to new levels of qualification, with greater schooling and more versatility (PIERANTONI et al., 2004).

The Canadian government provides a School of Public Service, which leads the government's learning approach, providing a common and standardized curriculum that supports public servants in their careers, ensuring that they are equipped to serve Canadians with excellence (CANADA, 1991), the objectives of this school are:

(a) encourage pride and excellence in public service and to promote in managers and other public servants, employees a sense of the purposes, values of public service.

(b) help to ensure that these managers are creative, among other managerial skills and knowledge necessary to develop and implement policies, respond to changes, services efficiently, reliably and equitably.

(c) assist managers and other public service employees to develop successful cooperative relationships at all levels, through leadership, motivation, assertive communications and the encouragement of innovation, high quality service to the public and skills development.

In January 2004, the Government of Canada created a Public Health Agency for which a Public Health Officer (writing in English - CPHO) was appointed as the main health professional in the Canadian government in relation to Public Health (CANADA, 2004).

The Canadian School of Public Service develops training and training to improve the knowledge, skills and attitudes of its employees (MEDEIROS et al., 2008, p.11).

In Brazil, at the federal level, in 2003 the Ministry of Health created the Secretariat for Management of Work and Health Education (SGTES), which assumed the responsibility of formulating public policies that guide the management, training and qualification of workers, as well as promotion of professional regulation in the health area in Brazil (SÃO PAULO, 2017).

In turn, in the state of São Paulo, a training school was created in 1990 for the Unified Health System - SUS, an initiative that was reproduced in several large Brazilian municipalities, Public Health sector employees have a policy of permanent health education coordinated by the Human Resources Coordination - CRH, which is part of the State Personnel Administration system (SÃO PAULO, 2017).

It is understood that leadership and management are complex concepts that are relevant to many parts of the health system, including the public and private sectors (FERRAZ; AZEVEDO (2011)).

The province of Ontario provides support for health workers throughout their careers. In this way, the government seeks to provide information on some ongoing initiatives that will improve education, recruitment and retention, and the stability of other providers in the health workforce both now and in the future (ONTÁRIO, 2010).

3) Indication, mediation by unions and financing

This category emerged as managers found it essential to mention that political and administrative matters were related to the hiring and actions of workers at the beginning of the new career.

Chart 3. Subcategories and extracts of statements

SUBCATEGORIES	EXTRACT
Positions indicated	<p><i>[...] the Minister is a political choice, the provincial Minister of Health, but not the other employees of the Ministry. (D.E)</i></p>
Union support	<p><i>[...] I don't know if there is a union in Brazil, and the union here in our department in the city of Toronto, is a big union, and very strong, we try to hire people who are members of the union, it is difficult, it is not impossible, but it is difficult for a [...] person who does not belong to the union with the city of Toronto, our department can dismiss him without reason. (S.A.)</i></p> <p><i>[...] not everyone has a classification, and there are people who work very well, and others who give problems, I think as in any job. There are many people with us who are union members. It is not that we do not hire, them, you have to have more security, it has to be well documented, a person in the union has the possibility to do what they want, sometimes it works for us, it works for the person who works, but what sometimes it's more complicated is that not everyone works the same way, some do less, others more. (S.A)</i></p> <p><i>[...] it is a system, I think it is very similar to all those tests, the difference, being a position that it is unionized, and one that it is not, there is a difference, it is a job that is in the union. I will say if the person has a higher position, other than in the union the city has more flexibility in not being, and not having to do it, let's say a space that has to be in the union, the person has to be right to send a person away, you can be without (SA)</i></p> <p><i>[...] I myself hire people to work for me, but as the people who work for me are all unionized. (D.E.)</i></p>

<p>Financing</p>	<p><i>The Province funds seventy-five percent. I want you to do inspections in general, in restaurants once a week, I am giving an example, the people who are from the city of Toronto, a big city in Canada, here there are certain flexibility let's say, working in the city of Toronto once a week is not enough, he has to work every day, and with the stoppage, why is he doing this, but in that document sometimes changes a little, but it has to be done , that seventy-five percent comes from the Province, the Province demands certain things, it has certain flexibilities that we, as I say, is not only financial, sometimes it is very political. His work, he has to do both, satisfy the mandates of the Province, but at the same time twenty five percent of the funding comes from the city of Toronto. (IN.)</i></p> <p><i>[...] Seventy-five percent of the money that goes to the Public Health department comes from the Province, and only twenty-five percent is from the city of Toronto. (D.E)</i></p> <p><i>[...] Insufficient budgets, inadequate management caliber - but not only - it is also necessary to take into account the pressures of the Ministry of Health that imposes quotas of results without taking into account the complexity of the cases of the clients (mental, chronic illnesses and social factors economics of illness) - an imbalance between disease and prevention (GS)</i></p> <p><i>In my sector, salaries for positions supporting the work of the Executive Director, such as Clinical Director, Programs Director, Human Resources and Finance are insufficient or at a lower level than the market. This affects the ability to develop leadership internally and causes immense stress for example when some positions with multiple functions (finance / human resources / technology) (C.D)</i></p>
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Source: Adapted from Neumann (2018).

The interviewees mentioned that, with respect to the positions indicated, only the position of Minister of Health was a political choice, the others meet the pre-established selection criteria.

Hiring in a workplace that is unionized was identified as a differentiator, since there are many union organizations in Canada. The best known are: Canadian Union of Public Employees (CUPE) founded in 1963, when the National Union of Public Employees (NUPE) and the National Union of Public Service Employees (NUPSE) came together to form the Union of Public Workers in Canada. The struggle for work quality in public health service organizations forms the basis for the actions of more than 2.300 local unions (CUPE, 2017).

The Ontario Public Service Employees Union, founded in 1911, the Ontario public service employee union, is one of Ontario's leading health care players, negotiating contracts and having the experience of working with many health care employers and health groups (OPSEU, 2017).

It is interesting to note that healthcare workers also have a website on which a program tracks all labor organizations in Canada, making it possible to find out information such as: union organizations, including membership, size and scope of the association, local residents and the president of each organization (CANADA, 2015).

Note that the negotiation of time in office varies according to the manager's need and ability to pay. It is noteworthy that the interviewees pointed out that workers affiliated to a union achieve greater employability. In this way, Ontario health workers in Canada seem to validate union action as a way of maintaining the fight for their rights.

The country's Expense Management Sector supports Treasury Council ministers by managing and supervising spending at all levels of government. This encompasses the entire planning and implementation process for analysis and performance¹⁸, it also provides the parameters for developing and implementing government spending plans and priorities within the limits established by the budget. The system was designed to ensure that all programs are focused on results, provide value to the resources collected from taxpayers and are aligned with the government's priorities and responsibilities (CANADA, 2001).

4) Health work management

This category was developed considering that, according to the interviewees' reports, the workload and types of contracts can affect personal life.

Chart 4. Subcategories and extracts of statements

SUBCATEGORIES	EXTRACT
Hours and time of employability	<p><i>As a right, it is thirty-five hours a week, but that belongs to the union. We are also entitled to the same hours, but it is much more, there were days when I arrived here at six-fifteen in the morning and left at six-thirty. (S.A)</i></p> <p><i>The idea I think that maybe in the whole world, is when you have a job in the government, you have more stability, and the chance of you staying for the rest of your life, maybe easier; than a job that is not in the public area, but lately I think this idea has passed you have to work, you have to do your job right. (DE)</i></p> <p><i>The superior manager says how much time he needs for this position, this position, not instability because if the superior manager decides how much time he will need from the employee, he can, after a certain contract period, interrupt the contract. (D.E.)</i></p> <p><i>[...] He can be fired for several reasons, it may be right, it may not be right, we don't have the resources, let's say, something happened, he will be fired, certainly not, there is no chance, of course, sometimes a lawyer; this, that, and almost always the City makes a payment, and the person leaves, but when he is in the union it is much more difficult. (S.A)</i></p> <p><i>[...] when you join the public health department for the city of Toronto, this is your job, it's rare, it's rare, I don't know anyone who is a doctor, who has a private clinic. (D.E.)</i></p>

Performance evaluations	<p><i>[...] the selected candidate will have a contract that can be annual or subject or dependent on the result of the annual evaluation, (performance evaluation of the individual in the position). (G.S)</i></p> <p><i>[...] the assessment is conducted annually - in some cases a Board may decide to conduct every 2 years, but only if it is acceptable within the quality requirements (accreditation) or quality standards. (G.S.)</i></p>
Continuous development	<p><i>[...]a candidate starts with relevant education, but continuing education is important as this is a leadership position - it is in the incumbent's interest to maintain updated levels of management and leadership (courses, conferences, workshops, etc.). (G.S.)</i></p> <p><i>The courses when it comes to the jobs you are doing, everything is paid, but you also have the opportunity to give yourself other courses that may not be completely related to the work you are doing, even so the city of Toronto still pays seventy and five percent, when you pass this course, I mean you have great opportunities. (D.E.)</i></p>
Balance for quality of life at work	<p><i>[...] Stress is a fact of life. In management it is essential that there are actions that encourage and create a good work environment, appreciation, personal satisfaction, etc. (G.S.)</i></p> <p><i>[...] if the person does not have good health, being from the public health department, the idea is you stay at home, take care of your health until you are well and come back. (D.E.)</i></p> <p><i>In the position of Chief, there are people who were working sometimes 12 hours or more, weekends and everything, there is that personal health balance, we are already used to doing this, which sometimes we can't even handle, and with these professional people they work with us helping people outside, and also helping people inside, in clinics, asking certain questions, if everything was fine, there are many resources. (DE)</i></p>

Source: Adapted from Neumann (2018).

This category encompasses several themes related to the worker's daily life, generally covering well-being at work.

The Canadian Center for Health and Safety at Work (CCHST), created in 1978 by the Canadian Center for Occupational Health and Safety Act, must promote the total well-being - physical, psychosocial and mental health - of Canadian workers, providing information, training, education, management systems and solutions that support health, safety and well-being programs; all Canadians have a fundamental right to a healthy and safe work environment (CANADA, 2015; CANADA, 2001).

Another important aspect is that the Government of Canada, through the Management Accountability Framework, a benchmark for excellence in management, monitors through an annual assessment of management and performance practices in most departments and agencies of the Government of Canada. Expectations for healthy practices and performance of public sector management are established, whose main objectives are (CANADA, 2001):

- 1) Inform the Canadian Treasury Council Secretariat about the state of implementation and policy practices.
- 2) Support the managerial responsibility of the Deputy Ministers and Heads of Agencies, providing information on the management capacity of their organizations.
- 3) Communicate and track progress on government-wide management priorities.
- 4) Obtain an organizational and governmental view of the state of management and performance practices, in order to identify areas of managerial strength and areas that require attention.
- 5) Continuously improve management capacities, effectiveness and efficiency across the government.

In the Canadian government "people, their skills and an enabling work environment are vital to ensuring the success of public service in Canada". Other elements of the Canadian model are "customer-oriented service, use of e-government, continuous learning, the merit system, professionalism, good relationship with the government, accountability and a good information system (MEDEIROS et al., 2008, p. 7-13).

With regard to issues of work management, a number of challenges were pointed

out, since over the years several complaints have accumulated, “with highlights for the low remuneration and motivation of teams, the distributive inequity of the workforce, unsatisfactory performance and accountability of professionals” (PIERANTONI et al., 2004, p. 54).

For the Ministry of Health, health work management deals with labor relations based on a conception in which worker participation is fundamental for the effectiveness and efficiency of the Unified Health System (BRASIL, 2017).

Medeiros et al. (2008) points out that the Canadian model has an enviable reputation worldwide for its quality, competence and autonomy, the public service is usually pragmatic and the levels of corruption low.

Conclusion

This article aimed to point out how some Public Health managers in the province of Ontario in Canada perceive the hiring of management positions in their respective areas of activity. For the workers interviewed, was noted that there were no significant differences in responses, either in relation to the selection process or in negotiations with the unions.

Workers highlighted the importance of the role of unions as negotiators in hiring, with a predominance of unions whose members are public servants. The frequent establishment of common agreements between public employers and unions was also noted.

It is important to note that in this study, only a small section was taken regarding the theme of hiring managers in the health area.

Therefore, any conclusions pointed out here must be considered in the local political context.

The results revealed that transparency in recruitment and selection, professional support and fair negotiations enable better work hires, an opportunity for personal balance and can serve as a model for other countries.

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Notes

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